



Chapter 6

Key Issues in the MIS Implementation Process: An Update Using End User Computing Satisfaction

Peggy L. Lane

Indiana University/Purdue University at Fort Wayne, USA

Jeffrey Palko

Northwestern State University of Louisiana, USA

Timothy P. Cronan

University of Arkansas, USA

Many issues that have the potential to affect the success of an information system development project have been discussed in the literature. Three issues which appeared to discriminate between successful and unsuccessful projects were identified in a 1981 study by Ginzberg. The present study enhances and expands his analysis to evaluate the stability of these issues. The purpose of this updated study is to identify which issues are associated with system development success as measured by computing satisfaction. The results indicate that although some of the issues identified by Ginzberg continue to be relevant to implementation success, their character has changed somewhat. Based on the responses from six companies, end-user computing satisfaction can be explained by the extent of project definition and planning, organizational commitment, breadth of analysis, user responsibility, and commitment to change. User ownership of the system was not considered a issue in the implementation process.

“Implementation of a computer-based information system is an on-going process which includes the entire development of the system through the feasibility study, systems analysis and design, programming, training, conversion, and installation of the system.” (Lucas,

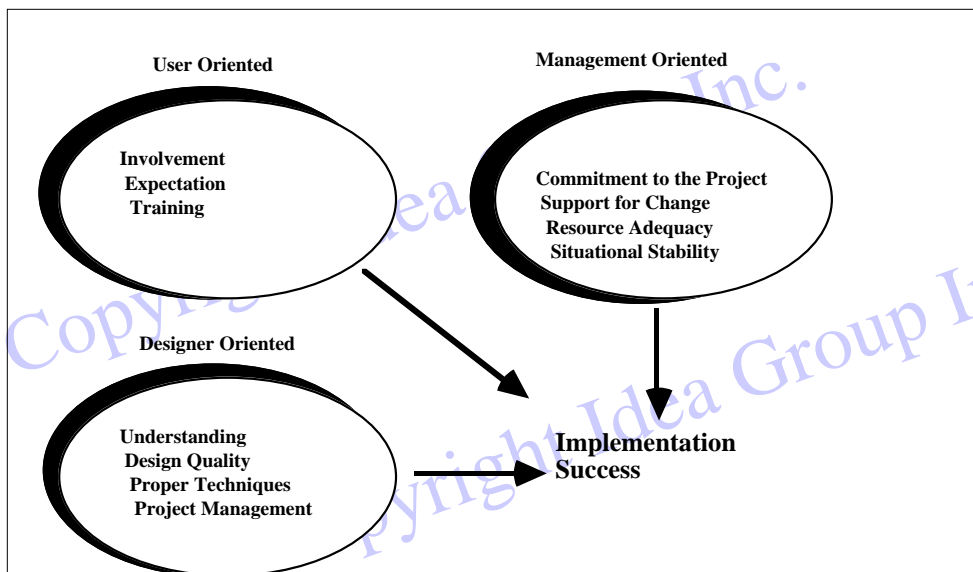
1981). A more restricted viewpoint is offered by Swanson (1988): "Implementation is a decision-making activity that converts a design concept into an operating reality so as to provide value to the client." Implementation is a process of organizational change and refers to the ongoing process of preparing the organization for the new system and introducing this new system in such a way as to assure its successful use (Davis and Olson, 1985).

Ginzberg (1981) published an exploratory study of the issues that lead to the successful implementation of information systems. Since that time, others have addressed the problem from a variety of viewpoints (Lucas, 1981; Swanson, 1988; Markus, 1983; Tait and Vessey, 1988 and others). Their objective has been to identify variables that can affect the process of designing, developing, and installing information systems with the intent of providing designers and managers with the knowledge they need to successfully institute the organizational change inherent in bringing a system, new or modified, into production.

The purpose of this study is to provide additional insights into systems implementation success and the issues that affect it. This chapter extends and updates the study performed by Ginzberg (1981). Successful implementation issues are identified using a sample of six large companies. A method similar to Ginzberg's is used to allow comparisons. Ginzberg's issues are regressed as independent variables in a model with end user computing satisfaction as the dependent variable. Questions concerning the stability of the issues over time can be addressed. Clearly, the organizational environment for systems implementation has changed during this time which could affect the relative importance of the different issues. This study adds to the understanding of issues that affect development success. To determine which issues are associated with successful development, the following research hypothesis is tested:

H_0 : There is no relationship between system development issues and system success as measured by end user computing satisfaction.

Figure 1: System Development Issues that May Affect Implementation Success



11 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/key-issues-mis-implementation-process/29913

Related Content

Agile Software: Body of Knowledge

Zaidoun Alzoabi (2014). *Software Design and Development: Concepts, Methodologies, Tools, and Applications* (pp. 96-116).

www.irma-international.org/chapter/agile-software-body-knowledge/77701

Construction of Energy Consumption Calculation Model of Low-Carbon Buildings Oriented to the Demand of Urban Environments

Xinxin Fang and WeiLiang Zhou (2025). *International Journal of Information System Modeling and Design* (pp. 1-20).

www.irma-international.org/article/construction-of-energy-consumption-calculation-model-of-low-carbon-buildings-oriented-to-the-demand-of-urban-environments/374212

A Semantic Framework for Knowledge Management in Virtual Innovation Factories

Claudia Diamantini, Domenico Potena, Maurizio Proietti, Fabrizio Smith, Emanuele Storti and Francesco Taglino (2013). *International Journal of Information System Modeling and Design* (pp. 70-92).

www.irma-international.org/article/a-semantic-framework-for-knowledge-management-in-virtual-innovation-factories/103318

The Role of Standards in the Development of New Informational Infrastructure

Vladislav V. Fomin and Marja Matinmikko (2014). *Systems and Software Development, Modeling, and Analysis: New Perspectives and Methodologies* (pp. 149-160).

www.irma-international.org/chapter/the-role-of-standards-in-the-development-of-new-informational-infrastructure/108814

TOE Model Analysis for AI Vision Open API

Hyun-Ho Jang, Huy Tung Phung, Thi-Thanh-Thao Vo and Gwangyong Gim (2022). *International Journal of Software Innovation* (pp. 1-16).

www.irma-international.org/article/toe-model-analysis-for-ai-vision-open-api/297509